

ROUTING AND RECORD SHEET

DD/A Registry
PERSONNEL

SUBJECT: (Optional)

Agency Promotion Policy

DD/A Registry

FROM: Harry E. Fitzwater
Director of Personnel
5 E 58 Hqs.

EXTENSION

NO.

DATE

15 OCT 1979

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. DDA Executive Officer
7D24 Headquarters

2.

3. A/DDA
7D24 Headquarters

4.

5. DDA
7D24 Headquarters

6.

7. Executive Registry
7E12 Headquarters

8.

9. DDCI
7E12 Headquarters

10.

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12.

13.

14.

15.

To #9:

The attached is the explanation you requested on the promotion system. The paper briefly addresses the subject of commonality of the promotion system among Directorates, the Panel system, and criteria for promotion.

Harry E. Fitzwater

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AGENCY PROMOTION POLICY

Agency promotion policy provides that all promotions be based on merit and the specific assessment that the employee is qualified to undertake higher level responsibilities.

The Agency's promotion program is an integral part of its personnel management system which gives decentralized authority and responsibility to the various Heads of Career Services.

To ensure uniformity among the Career Services in the application of promotion policy, each is required to fix the responsibility for promotion ranking and selection to promotion panels and the Heads of Career Services are held accountable for adherence to general policy directives affecting their promotion procedures.

These general policy directives are purposely designed to provide each Career Service with the flexibility to institute internal practices which each perceives to be best suited to both the needs and interests of its personnel and the managerial needs of the Service. There is, however, a large degree of commonality among Career Services with respect to panel makeup, evaluation criteria and methodology.

Uniformity in promotion policies among the Career Services are as follows:

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- a. Use of Agency-wide criteria as set forth in (copy attached at Tab A).
- b. Use of evaluation panels to determine employee eligibility and rankings for promotion.
- c. Use of standard effective dates for promotion of employees at grade GS-07 and above.
- d. Use of "descriptors" to categorize employees into differentiated competitive groupings.
- e. The option to promote semi-annually as well as annually.

Differences in promotion practices do exist, however, because of the considerable differences between roles and responsibilities of the Career Services. Each serves its employees in somewhat different manner but with the same objective, i.e., to assure fairness in its promotion program. For example, with the exception of the DDO, panel responsibility is established at the office level where occupational disciplines are focused. In the DDO when operational disciplines are common to all components there are Career Service-wide panels for most DDO careerists. These panels, however, do recognize the significance of differences in operational backgrounds of DDO employees and are divided into six functional categories for evaluation purposes. Differences between Career Services also exist in the manner panel membership is determined. In some offices, it is by virtue of the position held, and in others by appointment, e.g., panels composed of supervisors or managers or by random selection of employees experienced in the discipline or profession being evaluated.

The use of general Agency uniform policy guidelines first commenced in 1973 when a particular effort was made to draw attention to a "one-Agency" concept. Currently great emphasis is being given to encouraging more uniformity in promotion practices within the Agency and Agency policy development continues to support this objective.

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PERSONNEL

21. PROMOTION

SYNOPSIS. This regulation sets forth policy and responsibilities governing promotion of General Schedule Agency personnel, excluding supergrades. Also provided is a list of annual and semiannual dates established for promotions to GS-07 and above.

a. GENERAL. The provisions of this regulation apply to the promotion of personnel to grades up to and including GS-15. They do not apply to the promotion of employees to grades GS-16, 17, and 18 covered in [] to the promotion of employees who occupy positions compensated in accordance with Wage Classification Schedules; or to specially qualified scientific personnel who are covered by []

b. POLICY

- (1) The comparative evaluation of all personnel must be accomplished by the Heads of Career Services at least annually and will be done through the mechanism of Career Boards and, as appropriate, Career Panels.
- (2) All Career Services will use an evaluation panel system to determine promotion eligibility.
- (3) Panel recommendations and promotion rankings made by an evaluation panel may be changed only by the Director of Central Intelligence.
- (4) Agency-wide uniform schedules are established for the promotion to grade GS-07 and above and provide for annual or semiannual promotion evaluation exercises at the option of the Career Service. Employees GS-05 and below may be evaluated for the purpose of promotion at any time that Heads of Career Services consider it appropriate, but at least annually. As the assessment function is important for such personnel, use of comparative evaluation is required.
- (5) Promotion is based on merit. Eligibility for all promotion is based on the specific assessment that the employee is qualified to undertake higher level responsibilities. The primary assessment mechanism employed is that of comparative evaluation of employees in a particular grade and/or function. The elements to be considered in making assessments concerning ability to perform at higher levels of responsibility are: qualification for such responsibilities, performance in duties providing insight relating to advancement potential, performance in tasks that may be already at a higher level of responsibility than present grade, display of personal qualities that would support at least proficient performance at a higher level, and an overall evaluation of ability to perform at a higher level of responsibility either in the same function or a different function which might include supervisory or staff responsibilities.
- (6) Each Career Service comprises the area for promotion for members of that service. The Head of a Career Service may establish separate areas of competition within that service when necessary because of differences in occupation or functional lines of work.
- (7) Personnel serving on assignment outside their own component or outside the Agency must receive equal consideration for promotion with personnel not so assigned.
- (8) Promotions are limited to one grade advancements. Exceptions to this policy will be made only when the Director of Personnel determines, upon recommendation of the Head of the Career Service concerned, that exception is justified.
- (9) The bases for promotion of employees from the list of those eligible are: comparative ranking, the number of employees who may be promoted within grade ceiling constraints, and the specific comparison of qualified individuals against positions to be filled. Time-in-grade is a guideline but is not a rigid requirement.

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56.3

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PERSONNEL

- (10) Those employees who give indication that they will be exceptional performers at higher levels of responsibility should not be constrained by time-in-grade guidelines if they are otherwise qualified for advancement.
- (11) The regulation pertaining to personal rank assignment [] will be observed.
- (12) The Director of Personnel will not process recommendations for promotion of employees without a current Fitness Report prepared in accordance with the schedule in [] approved exceptions to the schedule, or a more recent report prepared in response to other requirements.
- (13) Promotion recommendations will not be made on Fitness Reports.
- (14) Career Services will retain for at least five years the records of any evaluating body of the basis for its ranking of individuals within a group being evaluated in conformity with the provisions of paragraph b(1).
- (15) Career Services are responsible for publishing in their personnel handbooks the details of the way in which evaluation procedures incorporate the elements specified in paragraph b(5). The Director of Personnel will review such procedures to assure that they conform to Agency regulations and policies.

c. RESPONSIBILITIES

- (1) **SUPERVISORS.** Supervisors at all levels are responsible for providing Boards/Panels with performance appraisals in furtherance of the comparative ranking activity. Supervisors may, if authorized by the Career Service, make promotion recommendations to such boards or panels in accordance with the procedures of the Career Service.
- (2) **HEADS OF CAREER SERVICES.** Each Head of Career Service is responsible for:
 - (a) Developing and disseminating uniform promotion criteria in accordance with [] and arranging for periodic revalidation of these criteria.
 - (b) Establishing appropriate Career Boards and Career Panels and providing them with uniform criteria for ranking in accordance with []
 - (c) Ensuring that the principle of comparative evaluation is followed as established by regulation and where extended by Career Service policies.
 - (d) Determining competitive areas in the Career Service.
 - (e) Forwarding the promotion recommendations to the Director of Personnel in accordance with the provisions of this regulation.
- (3) **DIRECTOR OF PERSONNEL.** The Director of Personnel is responsible for:
 - (a) Ensuring compliance with this regulation by continuous review of the Agency's comparative evaluation and promotion program.
 - (b) Reviewing all promotion requests and approving promotion actions that conform to the provisions of Agency regulations.

- d. **UNIFORM PROMOTION SCHEDULE.** Career Services have the option to promote employees on either an annual or semiannual schedule in accordance with the grade and date structure listed below:

PROMOTION TO THE NEXT GRADE
(Effective First Pay Period in Month)

Current Grade	Annual Option	Semiannual Option
GS-15 and above	July	January
GS-14	September	March
GS-13	November	May

56.4

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PROMOTION TO THE NEXT GRADE
(Effective First Pay Period in Month)

Current Grade	Annual Option	Semiannual Option
GS-12	December	June
GS-11	January	July
GS-10	February	August
GS-09	February	August
GS-08	May	November
GS-07	May	November
GS-06	June	December
L, GS-05 and below	UNSCHEDULED	
22. Reserved		